

1. Please detail the anticipated duties of the Program Director. Have you identified an individual for this position?

Attached is a sample job description that GSVSC would use to base the duties of this position. While we have not actively pursued any particular individuals for this position, we feel we have at least two current volunteers who may be qualified to serve in this role.

2. The narrative indicates community outreach has been successfully conducted in other localities in Virginia. Please clarify the demographics of girls served in those areas and some data about success in these areas.

Unfortunately due to data lost during a switchover of our database, GSVSC does not have historical data describing the demographics of girls served previously through Community Outreach. However, attached is a spreadsheet that shows demographic breakdowns of girls that have been served to date this 2010-2011 program and membership year across the council, including Charlottesville.

Below are outcomes achieved through Martinsville Community Outreach in the 2009-2010 program year. Please note that girls at Martinsville sites used a different curriculum that what we have put into place for this program year (the Journey curriculum, developed and tested by GSUSA and which aligns with Virginia Standards of Learning).

<p>Long Term Outcomes- Indicate progress made on long-term outcomes</p>	<p>After one program year, 95% of girls reported attainment of Girls Scouts’ 3 keys to leadership (Discover, Connect, Take Action); with continued Girl Scout program opportunities, girls will make further progress on learning to act and lead with integrity and compassion and to make decisions that promote the well-being of themselves and their communities.</p>
<p>Intermediate Outcomes- Indicate progress made on intermediate outcomes</p>	<ul style="list-style-type: none"> • 97% of girls reported high levels of self-esteem and self-worth. • Leaders reported 88% of girls developed cooperative learning and conflict resolution skills like compromise, and how to work out issues. • 72% of girls show believed they could to create positive change and make a difference in their lives, communities, and world.
<p>Short Term Outcomes- Indicate progress made on short-term outcomes</p>	<ul style="list-style-type: none"> • 98% of girls could name at least one positive attribute about themselves and reporting feelings of self-esteem (i.e. I am unique and beautiful). • 70% of girls felt they learned positive values like friendship, honesty, and responsibility through the program. • 100% of girls reported they learned something new through Girl Scouts. • 100% of girls had the opportunity to engage in cooperative learning • 79% of girls felt they played an important role in their group/troop.

3. Please explain the deficit of \$260,471 in FY09 on the Total Agency budget report.

The communication below describes the deficit and strategies undertaken to achieve a balanced budget, if not a surplus, by September 30, 2011:

New Business Strategy

Throughout the past several fiscal years, Girl Scouts of Virginia Skyline Council (GSVSC) has undertaken extensive efforts to repair a large budget deficit and be able to achieve a directive by GSVSC's Board of Directors of eliminating the deficit by September 30, 2011. A three year business strategy was developed to respond to the economic realities of our current times and will focus on establishing financial stability at GSVSC to support the success and future growth of the organization.

- ***The deficit will be eliminated by September 30, 2011, allowing GSVSC to begin work in October of 2011 to: (1) develop a strategy to build a six month operating reserve, (2) generate \$850,000 in public support dollars, (3) implement a plan to promote and advance the Girl Scout brand to increase community awareness,(4) maintain a girl membership of 10,660 by September 30, 2012.***

This new strategy will shift the focus from membership recruitment to membership retention, reduce operational expenses in both short term and reoccurring expenses, and increase development income and community awareness. Using this strategy, operating units reduced budget line expenses by finding other ways to perform tasks and by reorganizing ways of work including but not limited to reducing hours at the Roanoke Skyline Shop, establishing an online shop, eliminating both the Lynchburg and Charlottesville Skyline Shops, reducing the number of printed council publications, and reducing the amount of travel by staff to decrease mileage expenses. In addition, several positions were eliminated by natural attrition resulting in a 20% reduction of workforce. In 2009-2010 staff salaries were frozen and in the 2010-2011 fiscal year all staff have taken a 1-5% cut in pay depending on payband.

Staff Reduction in Force and Reallocation

In May 2009, the final phase of deficit reduction focus was the reallocation of staffing resources. GSVSC's goal has been to reduce expenses while creating and maintaining a staff structure that can best serve the needs of our girl and adult membership within the financial constraints that we now face as a council. These efforts resulted in a revised personnel structure and the elimination of an additional six full time positions and four part-time positions.

The new personnel structure focuses on service to volunteers and members through three efficient operating units. These newly revised operating units are:

- The marketing and development unit which includes fund development, marketing, and communications;
- The membership and program unit which includes program, outdoor program, product sales, training, and membership; and
- The finance and operations unit which includes finance, human resources, information technology, property, and retail.

With these changes, GSVSC will continue to work towards a balanced budget while serving our membership and the community. As always, our commitment to the service of our girls and volunteers remains of the utmost importance to us. Together, with the help of our community, we will ensure a successful future for GSVSC.

Overall Financial Condition at the end of the Fiscal Year

- At the end of FY 2009, the budgetary deficit was decreased by 47% - from \$654,000 to \$347,000 and at the end of FY2010 by an additional 25% to \$260,471.
- The budget is expected to be balanced by the end of the fiscal year 9/30/2011

Strategies for Balancing the Budget and Fulfilling the Girl Scout Mission:

- Reducing Expenditures
 - No salary increases for the previous two fiscal years; 1-5% pay cuts for all staff in current fiscal year
 - Eliminated of ten full time equivalent positions (20% staff reduction).
 - Staff development training eliminated.
 - Use of rental cars to reduce travel expenses.
 - Change in communication media with more emphasis on electric communications.
- Increasing Revenues
 - Product Sales
 - Re-establish United Way partnership status with agencies across the council.
 - Increase in revenue from program fees.
 - Increase in annual support.
 - Increase in corporate support.
 - Increase in major gift initiatives.
- Implementation of Monthly Budgetary Reporting to the Board of Directors
- Engaging the Finance and Fund Development Committees of the Board

4. Have you pursued other funding for this program, and if so from what source?

In December 2010, GSVSC was fortunate to receive \$3,500 from the Bama Works Fund of the Dave Matthews Band in the Charlottesville Area Community Foundation. This funding is currently supporting the provision of the program in its current form (volunteer-led four week programs provided on-site, once or twice per year) for the 2010-2011 program year. However, GSVSC was declined funding from the Charlottesville Area Community Foundation Community Endowment; we received feedback that our proposal did not rise to the top because the current program model did not provide enough continuity for the girls. If we were to secure funding for a Program Director for Community Outreach, however, we plan to re-apply to the Charlottesville Area Community Foundation for the new program model.

We currently have a pending application with the Thurman Foundation for our council-wide Community Outreach endeavors; a portion of which would be applied to support Charlottesville Outreach. In addition, we have a pending application with the Party Parade Fund to help offset the expense of financial assistance to girls and families involved in the Community Outreach program.

5. Have you identified locations for offering this program? Do you have any commitments?

To date, we provide program at Boys and Girls Club site locations (Cherry Hill, Southwood, and Jack Jouett) and Piedmont YMCA and have formal commitments through collaborative agreements for the 2010-2011 program and membership year. With the addition of a Program Director, GSVSC hopes to pursue additional collaborations with Charlottesville Redevelopment and Housing Authority, low-income housing communities, and other after school programs. Currently no discussions have occurred with additional, potential collaborators as GSVSC does not currently have sufficient staff and volunteers in place to support program expansion beyond the Boys & Girls Club sites and Piedmont YMCA.

6. Please describe any discussions with the Boys and Girls Club.

We are currently working in partnerships with the Boys and Girls Club and have a formal collaborative agreement on file for the 2010-2011 program/membership year. Based on discussions, the Boys and Girls Club wish for this collaboration to continue on a more regular and consistent basis. In particular, the volunteer delivering program at the Cherry Hill site is working to secure more permanent volunteer support to establish a more traditional troop at that location.

7. Will you proceed with this program if United Way funding is not available for FY12?

If United Way funding is not available, GSVSC will continue to use the current delivery model to provide Community Outreach: trained and contracted volunteers will lead four week programs once or twice per year at accessible community sites. The number of girls served and number of program sites will be dependent on GSVSC's ability to secure other financial resources.

**GIRL SCOUTS of VIRGINIA SKYLINE COUNCIL
POSITION DESCRIPTION**

TITLE: Manager - Community Initiatives

REPORTS TO: Director of Membership Services

DIRECT REPORTS: Part-Time Community Initiatives Program Specialists; Operational Volunteers

PURPOSE: Responsible for development and implementation of recruitment and retention plans to increase girl and adult membership in underserved areas across the council's jurisdiction.

MAJOR JOB RESPONSIBILITIES:

- In conjunction with director of membership services, develop and implement recruitment and retention plans to increase girl and adult membership in community initiatives.
- Coordinate the recruitment, training, development, and supervision of staff and volunteer-lead community initiatives troops/groups. Assure that the community initiatives membership experience incorporates access to diverse program resources, field trip opportunities, product sales program activities, participation in local, service unit, and council-wide events, outdoor program opportunities, and summer camp activities as budget allows.
- Develop and promote diverse program opportunities based upon data reflecting interests and needs of girls for membership extension in community initiatives areas across the council jurisdiction.
- Coordinate organization and maintenance of inventory of community initiatives program supplies.
- Generate support and awareness of community initiatives needs and activities; including but not limited to program delivery sites, program supplies, program delivery volunteers, and execution of collaborative and specialized programming.
- Partner with designated schools to establish and perpetuate in-school, before and/or after school Girl Scouting programs as method of membership extension in underserved areas.
- Develop and maintain contacts with local housing authorities and diverse community resources in underserved neighborhoods to establish and perpetuate support for local Girl Scout troops/groups.
- Develop and maintain effective communication system to support volunteers and girls participating in community initiatives programs and membership.
- Prepare and monitor an annual budget and plan of work in conjunction with yearly objectives and provide periodic reports of progress as required.
- Support council's development and marketing efforts through anecdotal summaries, representation and promotion among pertinent community organizations in assigned geographic areas.
- Interface with council's development staff in conceptualization and stewardship of grant funding specific to community needs; Provide finance and development personnel with grant-related financial and outcomes measurement reporting as required.
- Implement council's pluralism and equal opportunity policies and commitment to valuing diversity by ensuring that program plans and opportunities for girls and adults reach out to varied racial/ethnic, religious, socio-economic groups and to persons with disabilities.
- Perform other duties as assigned.

ESSENTIAL REQUIREMENTS:

- Ability to give and receive information by telephone and in person.
- Ability to clearly communicate verbally and in writing with volunteers, peers, supervisors and girls in English.
- Ability to lift and transport up to forty (40) lbs.
- Ability to carry out program functions in varied indoor and outdoor locations.
- Ability to accommodate a flexible work schedule (evenings and weekends as required.)
- Ability to provide own transportation to and from assigned work areas.
- Knowledge of or willingness to learn Girl Scout programming.
- Ability to use Microsoft Office suite, Windows Explorer, Internet and Outlook with proficiency.
- Ability to recruit, train and supervise the work of staff and adult volunteers from varied backgrounds.
- Ability to plan, organize and prioritize work, while managing multiple deadlines.
- Ability to work independently, with minimal supervision.
- Understanding and acceptance of the Girl Scout beliefs and principles.

QUALIFICATIONS:

- Bachelor's degree or comparable continuing educational experience.
- Minimum of one year work experience with youth and diverse populations.
- Previous supervisory experience as employee or volunteer.

EMPLOYEE ROLE IN DEVELOPMENT EFFORTS:

Each employee is a representative of the Girl Scouts of Virginia Skyline Council. Others form their impressions of GSVSC based, in part, on their interaction with employees. Every personal contact made by a GSVSC employee could be a current or potential donor, thus these impressions can influence donor actions.

Each employee is expected take an active role in development by being alert to opportunities to identify potential new donors and providing contact information to the Chief Development Officer. On occasion, employees may be asked to participate in site visits and/or follow up calls with the contacts.

EMPLOYEE ROLE IN PLURALISM EFFORTS:

Each employee is responsible for promoting and contributing toward GSVSC's goal of institutionalizing pluralism and commitment to equal opportunity by initiating and participating in activities and functions that enhance organizational diversity and by promoting non-discrimination in every aspect of Girl Scouting.

FLSA CLASSIFICATION: Exempt, full-time

I understand the responsibilities and requirements of this position.

Employee Signature

Date

Location	Site	Total Girls	Race					Income				Grade				
			Afr. Am.	Hispanic	White	Asian	Other	<10k	10k-30k	30k-40k	40k+	K-1	2-3	4-5	6-8	9+
Charlottesville	B&GC - Southwood	18	44%	33%	6%	0%	17% Multiple	56%	11%	33%	0%	17%	55%	28%	0%	0%
Charlottesville	B&GC - Cherry Hill	10	70%	0%	30%	0%	0%	NP	NP	NP	NP	10%	40%	50%	0%	0%
Charlottesville	Piedmont YMCA	12	50%	42%	8%	0%	0%	100%	0%	0%	0%	50%	25%	25%	0%	0%
Augusta	Craigsville Elem.	17	0%	0%	100%	0%	0%	61%		39%		47%	53%	0%	0%	0%
Lynchburg	B&GC	22	82%	0%	18%	0%	0%	100%	0%	0%	0%	9%	45%	46%	0%	0%
Roanoke	21st Century LC -Hurt Park	25	56%	4%	32%	8%	0%	100%		0%	0%	60%	0%	40%	0%	0%
Roanoke	21st Century LC -Breckinridge	9	100%	0%	0%	0%	0%	100%		0%	0%	0%	0%	0%	100%	0%
Martinsville	Albert Harris Elementary	53	90%	4%	6%	0%	0%	87%		13%		100%			0%	0%
Martinsville	Drewry Mason Elementary	37	27%	0%	68%	0%	5% Bi-Racial	16%	5%	79%		51%	27%	22%	0%	0%
Martinsville	Collinsville YMCA	17	12%	0%	70%	0%	18% Bi-Racial	35%	12%	53%		0%	29%	71%	0%	0%
Martinsville	MHAC After 3 - Collinsville YMCA	22	50%	0%	45%	0%	5% Multiple	61%		39%		0%	0%	0%	100%	0%
Martinsville	MHAC After 3 - Bassett	13	8%	0%	92%	0%	0%	57%		43%		0%	0%	0%	100%	0%
Martinsville	MHAC After 3 - Fieldale Comm.	13	15%	0%	85%	0%	0%	57%		43%		0%	0%	0%	100%	0%